

TAB

SECRET

Approved For Release 2001/08/07 : CIA-RDP78-07181R000200030024-8

IDENTIFICATION OF SUPERVISORY PERSONNEL/POSITIONS

QUESTION

Should the system provide for the identification of supervisory personnel and/or positions?

BACKGROUND

1. The only requests for a particular level of supervisory personnel the present system is able to handle with any degree of certainty are those in which the occupational series identifies the level, e.g., 0136.05, Chief of Station.
2. One recurring report used to require the identification of "supervisory" personnel, i.e., the minority study. Records of personnel on the basic listing had to be checked manually to determine who had such responsibilities.
3. OP/PAD is interested in a system that would identify different levels of managerial experience for development programs, career planning, forecasting, etc.
4. OTR is interested in identifying supervisors at certain grade levels who might be candidates for specific management courses.

DISCUSSION

1. The present staffing system identifies positions in clear text with supervisory titles along with the standard position titles and occupational series, e.g., Personnel Officer-Ch, Operations Officer-D Ch. There is no uniformity in the way in which titles are carried, e.g. "-D CH", "-DCH", "D CH", "D-CH", etc. Sometimes the title is buried in the occupational title as COMMO T/SUP-RAD. Without a mammoth dictionary of all possible combinations, it would be impossible to sort them out by computer. Further, the "Chief" of a two man file unit is identified in the same way as the "Chief" of a Division so that even if all "Chiefs" could be identified, it would serve no useful purpose.
2. We suspect that titles, per se, are fairly sacred and serve psychological purposes unrelated to needs of management. Devising enough unique titles to cover the spectrum of supervisory functions needed for different purposes could be a very interesting project; particularly if you use some of Mr. Roget's suggestions: "...top sawyer, first fiddle, primus inter pares, biggest frog in the pond, prima donna, star" or "dictator... intendant... overlooker... boss... taskmaster, ganger... straw boss... supercargo, husband... impressario... ringleader, agitator, demagogue... bureaucrat, red-tapist", etc.
3. Assigning unique tags to positions for the various categories of supervision in which the Agency is interested is a feasible solution. Such tags would not have to relate to the clear text title that is shown for the position.

SECRET

Approved For Release 2001/08/07 : CIA-RDP78-07181R000200030024-8

~~SECRET~~

4. If positions were identified with supervisory tags and personnel assigned to such positions were in all cases performing the duties called for, it would be unnecessary to identify the individual as "supervisory." The system could store in the current and historical record the tag found with the position. Obviously, if an individual were assigned to be the "Acting Chief" when the position was designated "Chief" there could be a discrepancy. It is doubtful this would be serious enough to warrant requiring special input via Requests for Personnel Action since the object is to determine the level, not the title.

RECOMMENDATION

1. If management is interested in this information on a future basis, the levels of supervisory responsibility should be clearly defined and codes established.

2. Form 261, Staffing Complement Change Authorization, should be the input vehicle for this data on positions.

3. The supervisory tag of the position should be stored in the man record at the time of assignment to such a position and retained in historical files.

~~SECRET~~